

# Goal 5

A comprehensive community and technical college system with a mission that assures, in conjunction with other postsecondary institutions, access throughout the Commonwealth to a two-year course of general studies designed for transfer to a baccalaureate program, the training necessary to develop a workforce with the skills to meet the needs of new and existing industries, and remedial and continuing education to improve the employability of citizens.

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In 1997, HB 1 consolidated the University of Kentucky Community College System and the technical schools administered by the Workforce Development Cabinet to create the new Kentucky Community and Technical College System. The system comprises 16 districts and 65 locations that confer five types of credentials—certificates, diplomas, and three kinds of associate degrees (applied associate in science, associate in arts, or associate in science). The baccalaureate transfer program allows a student to earn an associate degree and transfer those credits to any Kentucky university. KCTCS's commitment to statewide access will be furthered in 2004-05 with the transition of Lexington Community College to the system.

The Council and KCTCS currently track information on enrollment, retention, transfer, and other performance indicators. Results on Council and institutional measures in 2003-04 are summarized below. The Council in consultation with KCTCS established goals for these indicators.

## CPE Key Indicators of Progress

KCTCS met its performance goals for:

- Undergraduate enrollment, which increased from 67,812 in 2002 to 72,023 in 2003.
- The 55.2 percent retention rate of first-time freshmen, which exceeded the goal of 54.8.

KCTCS did not meet its performance goal for:

- The number of KCTCS students who transferred to a Kentucky four-year institution, which, based on information reported by the universities, increased from 2,219 in 2002 to 2,242 in 2003, but remained below the goal (2,354).

For the purposes of the *Kentucky Plan for Equal Opportunities*:

- In February 2004, the Council's Committee on Equal Opportunities agreed to review KCTCS's compliance with the *Kentucky Plan* based on existing college structures. The Council's most recent assessment of KCTCS was based on an evaluation of each college as a comprehensive institution (when accreditation and consolidation are complete) as determined by approval from the Southern Association of Colleges and Schools (SACS). By January 2006, 14 KCTCS comprehensive community and technical colleges will be SACS accredited. The two remaining KCTCS colleges will be in the SACS candidacy stage of membership.
- In 2002-03, each community and technical college within the system was evaluated for its success in meeting four objectives. Nine institutions were evaluated for the first time as consolidated community and technical colleges. Of these, four qualified for automatic status while the others needed waivers to add new degree programs.
- Of the five community colleges, four automatically were eligible to add new degree programs and one required a waiver. Two of these institutions maintained the same performance as last year, while three declined.
- Of the five technical colleges, four needed waivers to add new degree programs, and one was not eligible for new degree programs during 2004 because it received a waiver the previous year (waivers in consecutive years are not allowed). Two of these institutions improved their performance over last year, two maintained the same performance, and one declined.

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### Additional Institutional Measures

KCTCS has achieved remarkable growth, increasing credit enrollment by almost 60 percent—from 45,529 students in fall 1998 to 72,023 students in fall 2003. Recent expansion of KCTCS's physical facilities and programs will con-

tinue this trend. House Joint Resolution 1, adopted by the Kentucky General Assembly in April 2004, directed the University of Kentucky board of trustees to delegate governance and maintenance of Lexington Community College (LCC) to the KCTCS board of regents. LCC's transition to the system on July 1, 2004, will further enhance KCTCS's commitment to statewide access. The 1998 and 2000 legislative sessions authorized 32 new capital projects for the system (30 are complete, two remain under construction). When those expansions are complete, KCTCS will serve Kentucky through 65 locations.

KCTCS and the Council track indicators that further capture the system's progress in increasing educational attainment in the Commonwealth and access to postsecondary education for all Kentuckians, particularly for place-bound or non-traditional students. According to KCTCS data:

- In 2003-04, KCTCS awarded 12,740 credentials, a 29 percent increase over 2002-03. KCTCS awarded 4,229 associate degrees, 2,226 diplomas, and 5,750 certificates during 2003-04.
- Nearly 38,000 KCTCS students took distance learning and web-assisted courses in 2003-04.
- Dual enrollment of secondary students reached 14,297 in 2003-04, a 23 percent increase over last year.
- The Ready-to-Work (RTW) program served 1,903 students in 2003-04, an increase of 24 percent over the previous year. Of these students, 965 participated in RTW and the Transitional Assistance for Needy Families (TANF) funded workstudy, a 17 percent increase over 2002-03.

Organizational changes underway at KCTCS are designed to unify the system and facilitate the efficient delivery of educational services:

- KCTCS made significant progress toward consolidation and full SACS accreditation in 2003-04. Substantive change requests were submitted to SACS for four colleges. Elizabethtown Community and Technical College achieved final approval in June 2004; final approval for Maysville Community and Technical College is expected in December 2004. Jefferson Community College/Jefferson Technical College submitted a prospectus to SACS in June 2004; Lexington Community College/Central Kentucky Technical College will submit a prospectus in December 2004.
- KCTCS will achieve its long-time goal of finding a permanent System Office in fall 2004. A 20-year lease purchase agreement was established with the City of Versailles and included in the 2002-04 Appropriations Bill

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enacted by the Kentucky General Assembly in 2003. The agreement enabled KCTCS to renovate the facility – donated to Versailles by Texas Instruments – without additional cost to the Commonwealth. When occupied, the building will house academic programs, accounting, workforce development, internal auditing, human resources, payroll, purchasing, financial aid, information technology, and institutional advancement for the system.

During 2003-04, KCTCS pursued a number of important educational partnerships designed to expand statewide access to key programs and resources.

- KCTCS signed the statewide 2+2 Education Partnership agreement to implement certificate and degree components in eight colleges and the Paraeducator certificate in two additional colleges.
- In partnership with the University of Kentucky and Murray State University (MuSU), KCTCS received Council grant funding of \$281,000 to develop competency-based general education courses for on-line delivery.
- In a unique collaboration with the Cabinet for Health and Family Services and the University Training Consortium, KCTCS approved two new Human Services certificate programs - Youth Case Work and Resource/Foster Parenting – for delivery by any KCTCS college.
- KCTCS dedicated the Northeast Postsecondary Education Center (NPEC) in Prestonsburg, a joint project with Morehead State University (MoSU), in June 2004. The NPEC has classrooms, computer labs, distance learning facilities, and faculty and administrative offices to be shared by MoSU and Big Sandy Community and Technical College. Other dedications included the Somerset Community College Student Commons in May 2004 and the East Kentucky Science Center in June 2004.

## Transfer Initiatives

For the second year in a row, the number of students transferring from KCTCS to Kentucky four-year institutions increased in 2003-04, but remained below the goal level. A number of initiatives were undertaken this year to extend recent progress in promoting transfer:

- KCTCS signed nine new transfer agreements to expand the existing statewide 2+2 agreement. The 2+2 agreements are designed to allow students multiple entry and exit points at public and independent two- and four-year institutions. The agreements signed in 2003-04 were:

- Applied Associate of Science (AAS) in education with Murray State University.
  - Teacher preparation option with MuSU's Bachelor of Sciences (BS) in learning and behavior disorders.
  - AAS in Education Teacher Associate option with MuSU's BS in elementary education and BS in Learning and Behavior Disorders.
  - Three agreements with Sullivan University, promoting transfer of the KCTCS culinary arts to Sullivan's BS in business administration hospitality management concentration.
  - Associate of Arts, Associate of Science, and AAS in human services with KSU's Bachelor of Arts in psychology.
- KCTCS worked with the Council to improve the CPE General Education Transfer Policy. Many of the proposed changes are intended to facilitate the transfer process from the student's perspective. The following changes were approved by the Council at its July 2004 meeting:

- Changed the name of the Full Certification category to Full General Education Certified. The requirements will change from 60 hours with an earned AA or AS to 48 hours, which includes the 33 hour Core Transfer Component and 15 institutional-specified general courses and a 2.00 GPA or higher.
  - Required that the sending institution indicate, either on the transcript or as an attachment to the transcript, whether the student is Full General Education Certified, Core Component Certified, or Category Certified in general education.
  - Required that transfer certifications be processed for all students requesting a transcript to be sent to a Kentucky public postsecondary institution.
  - Required that transfer certification be accepted as documented and analyzed according to transfer policies.
  - Required that institutions treat transfer students' grades in the same way they treat native student grades.
  - Established a statewide committee to oversee the process.
- Representatives from each college participated in training on the Course Applicability System provided by the Council in spring 2004.
- Through a Council campaign, each college received transfer promotional materials – posters and brochures – to distribute on campus.

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- KCTCS worked with data from the National Student Clearinghouse to identify out-of-state institutions to which KCTCS students are likely to transfer.

## Workforce Training

Since 1998, the KCTCS board of regents has approved more than 1,700 new or redesigned occupational or technical programs that culminate in certificates, diplomas, or associate degrees. The number of students served in workforce training programs has increased as well; KCTCS's workforce training credit enrollment increased 12.7 percent between 2002-03 and 2003-04, from 11,516 to 12,975. Recent efforts to address Kentucky's workforce and economic development needs include:

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- KCTCS sponsored a statewide workforce conference, *Business to Business: Increasing Productivity through a Skilled Workforce*, in April 2004 at the Louisville International Convention Center.
- KCTCS completed 90 projects through the Kentucky Workforce Investment Network (KY WINS), serving 11,146 individuals through training and assessment. KCTCS continues to coordinate 58 ongoing projects that serve over 12,000 participants. The average cost of delivering services to KY WINS clients is \$588 per person, and the average hourly wage of participants is \$20.49.
- Through participation in Project SAIL, KCTCS promoted access, exchange, and dissemination of specialized industry-driven programs anywhere and anytime for community and technical college students. Project SAIL is a national network funded by The League for Innovation with support from the Alfred P. Sloan Foundation, and focuses on asynchronous industry learning content, providing access to existing programs and degrees, and developing a model curriculum/content exchange system. Included in the SAIL initiatives is a partnership with Central Kentucky Technical College – Danville Campus and Kirkwood Community College in Iowa to support statewide wastewater treatment plant options.
- Each of the 16 KCTCS colleges submitted Ford Foundation Career Pathways proposals in 2003-04. Of these, 13 are developing nursing and allied health pathways, two colleges have targeted manufacturing, and one is developing a pathway in construction trades. Eight colleges have begun implementation of their pathways programs; the remaining colleges will begin implementation during 2004-05.

- Over 2,500 Kentucky Employability Certificates have been awarded through a partnership involving KCTCS, Kentucky Adult Education, the Council, and the Cabinet for Workforce Development.
- In partnership with the Kentucky Education Cabinet, Department for Training and ReEmployment, KCTCS coordinated the development and on-line offering of the Kentucky Manufacturing Skills Standards beginning in spring 2005.
- During 2003-04, KCTCS colleges trained approximately 74,000 fire and rescue workers statewide.
- KCTCS has partnered with nearly 400 employers in its Perkins Profiling project. Employers provide one or more employees to serve as “subject matter experts” in the Work Keys/DACUM (Developing a Curriculum) job profiling process. KCTCS has conducted 156 Work Keys/DACUM profiles for 82 program areas. This information is used by KCTCS curriculum committees to ensure that all programs meet industry standards.
- KCTCS partnered with the Commodity Growers Association to offer basic computer classes to farmers at four colleges across the state.
- KCTCS partnered with the Department for Health Services, Vital Statistics to deliver new software training to hospitals at seven KCTCS colleges.

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## Remedial and Continuing Education

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- In 2003-04, KCTCS delivered services to more than 22,000 adult learners via contracts with Kentucky Adult Education. KCTCS will expand its commitment to adult education in 2004-05 through new contracts awarded to provide adult education services at Maysville Community and Technical College (Lewis County), Jefferson Community College (Gallatin, Shelby, and Trimble Counties), Ashland Community and Technical College (Boyd County), and West Kentucky Community and Technical College (McCracken County). Including these new contracts, KCTCS will provide adult education services in 21 Kentucky counties.



- KCTCS is developing innovative programs to deliver developmental education online. During 2003-04, the system served over 3,200 developmental education enrollments at 11 colleges via Kentucky Virtual Adult Education (KYVAE) PLATO-supported courses. More than 100 KCTCS faculty were trained to use KYVAE PLATO to supplement instruction in developmental courses. Faculty also may receive training in the Worldwide Interactive Network (WIN) training, which provides developmental students access to an Internet-based curriculum.
- The KCTCS Developmental Education Workgroup, comprising representatives from each college, formed and met several times during 2003-04. The workgroup will present a series of recommendations regarding developmental curriculum, resources, and outcome measures to the chancellor in fall 2004.
- KCTCS corrections education offered 33 occupational/technical programs in 10 of 12 Kentucky Department of Corrections (DOC) facilities. Thirty-three adult education faculty offered three levels of adult education (literacy, adult basic education, and GED preparation) in 12 DOC facilities. Corrections education provided services to 1,478 students (428 technical students and 804 adult basic education students) in 2003-04. Five hundred forty-seven technical students earned certificates, and 293 students earned technical diplomas. Four hundred twenty-six adult education students were awarded GEDs.
- More than 36,000 Kentuckians gained personal enrichment and job skills by attending KCTCS non-credit community education courses in 2003-04.

## Major Initiatives for Next Year

KCTCS will implement a number of activities in 2004-05 to increase effectiveness, promote transfer, and expand services to business and industry.

To improve effectiveness, KCTCS will continue to develop the *KCTCS Strategic Plan 2006-10*.

- Significant progress was made toward revising the strategic plan during 2003-04. In fall 2003, five strategic planning teams (SPTs)—economics and environment, education, politics, society and demographics, and technology — met to develop proposed goal statements. A February 2004 work



session gathered input from more than 80 stakeholders, including members of the KCTCS board of regents, KCTCS Foundation, Inc., board, the college boards of directors, and local foundation boards. Feedback was gathered from faculty, staff, and students via web-based surveys during March 2004. Proposed goals and a revised vision statement were reviewed by the President's Leadership Team in May and June 2004.

- The KCTCS board of regents considered the proposed goals and vision statement August 2004.
- A comprehensive review of KCTCS's performance indicators began in fall 2004. The revised indicators will align with the strategic plan, the Council indicators, the statutory requirements of HB 1, and will include detailed information about student learning outcomes, disaggregated performance data, and measures of productivity and efficiency.
- It is anticipated that the board of regents will approve the *KCTCS Strategic Plan 2006-10* in December 2004; two-year priorities and one-year objectives will be identified in May 2005 in time for the full implementation of the plan on July 1, 2005.

To improve transfer, KCTCS will:

- Continue analysis of National Student Clearinghouse data. Identifying popular out-of-state transfer destinations will allow KCTCS to gauge the full extent of transfer activity, and will inform future marketing and reciprocity initiatives.
- Administer a student survey designed in partnership with the Council to gauge current student attitudes toward and plans for transfer. Information about the proportion of students who consider transfer an educational goal will allow for the establishment of more meaningful performance targets. The survey will be administered to students during fall 2004.
- Expand the existing statewide 2+2 Education Partnership Agreement to include Early Childhood Education programs.
- Contingent on availability of funding, KCTCS will establish two Early/Middle College programs. KCTCS has developed several Early/Middle College Models that have attracted state and national attention (e.g., Discover College in Owensboro). The new programs will provide dual credit opportunities for students in grades 10-12 using a blend of secondary and postsecondary curricula and will provide a seamless pathway into postsecondary education.

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To increase and enhance business and industry partnerships, KCTCS will:

- Move to the next phase of the Ford Bridges Initiative, which will include data analysis of Career Pathways at the state level to identify benchmarks and outcome measures among the six participating states.
- Establish the KCTCS Center of Excellence in Automotive Manufacturing to support the Commonwealth's \$5.5 billion automotive manufacturing enterprise. The center will provide training and related services to Kentucky's major automotive companies and supplier networks.
- Expand its Homeland Security Initiative. During 2003-04 KCTCS participated in the national community college program, "Prepare America," a program that is accountable to and works within the Department of Homeland Security's infrastructure.
- Implement a systematic Business Partnership Development program. The initial focus of this program will be to introduce new workforce development capabilities such as visualization technology, simulation systems, workforce assessment tools, and e-learning. The long-term focus is to develop a strategic plan and identify a series of goals and tactics to meet the emerging needs of business and industry.
- Develop a career pathway for individuals interested in the recently revitalized mining industry. In addition to working with several major coal companies around the state, KCTCS is partnering with the Kentucky Coal Council, Kentucky Office of Mine Safety and Licensing, area technology centers, secondary school systems and other agencies to implement their training plan in the coal fields. To foster collaboration, KCTCS is co-locating personnel from the Kentucky Office of Mine Safety and Licensing on KCTCS campuses to combine training opportunities as well as create efficiencies.

Contingent on funding availability, KCTCS also plans to implement the following projects:

- Expansion of the Center of Excellence for Lean Enterprise. Lean Manufacturing and Lean for Service use standardized processes to eliminate waste, create efficiencies, and shorten the time between client orders. Over the last three years, KCTCS has experienced an increased demand for Lean training from manufacturers and service sectors requiring additional capacity (e.g. regional trainers, Lean Simulation kits).

- Address the Nursing and Health Care Worker Shortage through Career Ladders and Apprenticeship. The U.S. Department of Labor's Employment and Training Administration statistics indicate that the health care industry is predicted to grow at a rate of 25.5 percent by 2010 resulting in 1.3 million new jobs. The Nursing Career Pathway and Apprenticeship Program is designed to address critical shortages in nursing personnel. This project will be part of an expansion phase of a successful U.S. Department of Labor program that utilizes innovative approaches, such as apprenticeship models and online learning, to make it easier for working adults to advance along a career pathway while working full-time. The project will help bring new workers into the nursing profession and establish progressive training options – and a clear career path – to help advance them and incumbent workers into high-demand, high-skilled registered nurses.
- Support the Governor's Apprenticeship and Work-Based Programs. KCTCS will support the development of apprenticeship programs and other work-based models, initially in construction trades, that can be replicated and applied to other curriculum areas as part of the KCTCS efforts to build multiple pathways from secondary to postsecondary education.

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